

3.0 Action Plan

The Action Plan describes implementation recommendations for phasing, property acquisition, partnerships, funding sources, and a 5-20 year implementation cost analysis for redevelopment projects in the study area.

3.1 Implementation Overview	61
3.1.1 Authority and Scope of Redevelopment Powers	61
3.2 Strategic Recommendations	62
3.2.1 Identify and Develop Realistic and Prioritized Implementation Projects	62
3.2.2 Target Property Acquisition	63
3.2.3 Identify and Pursue Partnerships to carry out Recommendations	71
3.2.4 Establish Implementation Mechanisms	73
3.3 Funding Strategy	82
3.3.1 Public/Private Funding Strategy	82
3.4 20-Year Strategic Plan	84

Prepared For:
The Vine City Civic Association

Prepared By:
URBAN COLLAGE, INC. in collaboration with Robert Charles Lesser & Co.



3.1 Implementation Overview

The implementation or Action Plan identifies the scope of Redevelopment Powers, a series of tasks, variable mechanisms and associated costs to help ensure that the planned revitalization projects become a physical reality in a timely and feasible manner. The redevelopment projects outlined in Section 2.0 describes a variety of short term and long term neighborhood and City-wide initiatives that are intended to create a twenty year window of opportunity.

This Action Plan provides a comprehensive approach that allows the City of Atlanta and the Vine City community the opportunity to take full advantage of new development consistent with the community's vision for the future. In particular, the implementation activities and recommendations are in keeping with several fundamental principals that have risen from the planning effort:

- *Implementation efforts should seek to create a balance between encouraging new development and maintaining the character and charm of the area.*
- *Implementation efforts should strike a balance between raising the standard of living in the community and maintaining a level of affordability and opportunity for existing residents, owners, businesses and institutions.*
- *Implementation efforts should keep within the goals and objectives of the community. Its residents, businesses and community organizations must be empowered to guide the redevelopment process.*
- *Implementation efforts should be targeted to specific areas in order to maximize the impact of revitalization efforts, actions taken by community organizations, implementation agencies and the private sector.*

3.1.1 Authority and Scope of Redevelopment Powers

The Vine City Redevelopment Plan is a comprehensive technical document defining the official public policy guidelines of the City of Atlanta for conduct of public and private redevelopment actions in the Vine City Redevelopment Area in compliance with the Redevelopment Powers Law (O.C.G.A. Section 36-44) of the State of Georgia. This plan fulfills the requirement of providing a "written plan of redevelopment." Furthermore, the existing condition analyses contained in Part 1 provides full documentation as to the area's qualification for designation as a redevelopment area (i.e., specific findings of slum and blight).

Upon its adoption by resolution of the City Council and approval by the Mayor of the City of Atlanta, this plan will serve as confirmation that the Vine City area is appropriate for urban redevelopment initiatives because of blight, distress and impaired development. Further, this plan, as required by law, establishes that the "rehabilitation, conservation, or redevelopment, or a combination thereof, of such area or areas is necessary in the interest of public health, safety, morals, or welfare of the residents of the municipality or county."

This plan becomes the basis on which the City of Atlanta will exercise its urban redevelopment powers within the Vine City area in accordance with the Redevelopment Powers Law and other related legislation and administrative regulations of the State of Georgia.

3.2 Strategic Recommendations

The Vine City Redevelopment Plan participants have clearly stated the desire and will to further define the revitalization of Vine City through a series of implementation-oriented, neighborhood-wide and city-wide recommendations. The recommendations that follow were established by the planning team and evaluated from various perspectives including: site planning, urban design, transportation and parking, political, economic and market feasibility.

The following 4 implementation mechanisms are critical tools in achieving the overall vision of this plan:

3.2.1 Identify and Develop Realistic and Prioritized Implementation Programs

Twenty-Year Phasing Plan

It is important to recognize that while all of these projects will have a significant impact on the Vine City Neighborhood; it will take many years to complete the full revitalization of the area. Therefore, projects have been divided into three distinct phases based on a variety of factors such as: current or likely funding available, implementation activities already underway, importance to the community, available market, proximity to other projects, etc. Due to the complexity and scope of many projects, activities may begin in one phase and not be completed until the subsequent phase. Furthermore, the timing of individual projects may ultimately vary from what is programmed as market realities and community objectives are refined in the upcoming years.

In general, Phase I is an immediate five-year plan focusing its resources in the areas of greatest potential.

Phase I (1 - 5 Years)
Housing Projects
Single Family Infill/ Rehab (H1)
Single Family Infill/ Rehab (H4)
Single Family Infill/ Rehab (H6)
Single Family Infill/ Rehab (H8)
Economic Development Projects
Historic Westside Village (E1)
Magnolia Street Retail (E5)
Public/ Private Institution Projects
Fulton County Health Center (P2)
Transportation/ Circulation Projects
Sidewalks/ New & Major Rehab
Road Improvements
Pedestrian Crosswalks
Gateways
Vine City Park
Kennedy Park

3.0 Action Plan

Phase II will incorporate a five to fifteen year implementation period focused primarily on the development of new single-family homes with the redevelopment of the highest public safety issues areas in the first five years.

Phase II (5 - 15 Years)

Housing Projects

Single Family Infill/ Rehab (H2)
Single Family Infill/ Rehab (H3)
Single Family Infill/ Rehab (H5)
Magnolia Terrace Apartments (H10)

Economic Development Projects

Northside Drive Mixed-Use South (E4)
Simpson Street Mixed Use (E2a-E2d)

Public/ Private Institution Projects

Simpson Street Church of Christ (P3a)
Beulah Baptist (P3b)
Mt. Gilead (P3c)

Transportation/ Circulation Projects

J.P. Brawley Street Improvements (P9)
Sunset Street Improvements (P10)
Walnut Street Improvements (P11)
Magnolia Street Improvements (P12)
Martin Luther King Jr. Streetscape Improvements (P13)
Northside Drive Streetscape Improvements (P15)
Carter Street PATH Improvements (P14)

Phase III will continue to build upon the previous phases and will include major investment projects. This phase will also serve as an opportunity to conclude any outstanding redevelopment projects and will allow the Vine City Civic Association to prioritize additional neighborhood needs.

Phase III (15 - 20 Years)

Economic Development Projects

Northside Drive Mixed-Use North (E3)
Light Commercial Adaptive Reuse (E6)

Public/ Private Institution Projects

Morris Brown College (P4)

3.2.2 Target Property Acquisition and Disposition

Official designation as an "Urban Redevelopment Area" as enabled by this plan, allows the City of Atlanta (or its designee) to publicly acquire property through eminent domain at Fair Market Value. This important tool significantly aids in the effort to aggressively address physical and economic blight, impaired private market and development activity, and environmental, economic, and social distress. All properties within a "Redevelopment Project" boundary may be subject to this tool. Each of these projects is also described and quantified in part two of the plan.

3.0 Action Plan

It is extremely important to understand that public property acquisition within the Vine City neighborhood will be undertaken on a very limited and contingent basis only, depending upon specific circumstances of ownership, use, and ability of property owners to conform to redevelopment controls. It is not the intent of the City or the Atlanta Development Authority to acquire property unless absolutely necessary to do so. Property acquisition will be selectively conducted within the redevelopment project and will only be based on the following criteria.

- Sites occupied by abandoned, "Dilapidated" structures often tax delinquent, which are unsafe and detrimental to the surrounding environment.
- Vacant and/or under-used sites that reflect patterns of impaired development, economic disinvestment and/or detrimental site uses. Sites classified as vacant and/or under-used include those with vacant structures or without any permanent building improvements, sites used for open storage or other non-intensive development.
- Properties required to effectuate critically needed public buildings, parks, and traffic/pedestrian circulation and/ or infrastructure improvements.
- Non-intensively developed, obsolescent, or underutilized commercial/industrial sites which contribute to traffic, land use, and environmental impacts on residential areas and which offer logical opportunities for conversion to more appropriate uses.
- Sites exhibiting severe and persistent tax delinquencies, overdue utility bills or excessive property liens.
- Sites and structures of significant historical, cultural, or architectural distinction which reflect conditions of physical deterioration, vacancy or under-utilization, and/or inappropriate uses, i.e., conditions which can be remedied through high-priority preservation and adaptive re-use action programs.
- "Substandard" or "Deteriorated" residential structures that are capable of cost-effective rehabilitation through acquisition and reinvestment by alternative owners. The objective will be to remedy associated problems of vacant or crime-infested rental units and/or property tax delinquency while providing expanded home ownership opportunities or better managed rental housing.

Guidelines for Acquisition

In many cases, redevelopment within the identified project areas will be completed through private sector initiatives and in some cases with public assistance. In limited instances, redevelopment will require property acquisition requiring proactive strategies involving the public sector. These will require complementary roles and initiatives on the part of the community, ADA, the City of Atlanta, ANDP, the private sector and others. As a matter of policy, the Vine City Redevelopment Plan calls for a business-like containment of local government costs and risks associated with front-end property acquisition and initiation of project development. A key strategy will involve the sharing of front-end land assembly and project initiation responsibilities with pre-qualified private redevelopment teams approved by the City/ADA. Increased participation by current property owners, community-based organizations, private investors, and business operators during the initial stages of redevelopment, can provide a greater economic stake for the community and improve social responsibility for redevelopment outcomes. At the same time, the front-end costs of redevelopment, to be financed by government will be reduced along with fewer short-term losses of tax revenues during acquisition, relocation, and site preparation phases.

The policy of shared acquisition and project initiation responsibilities grants the City/ADA the authority to control future site re-uses and design qualities within targeted redevelopment sites as outlined in this Redevelopment Plan. The City/ADA retains the power to coordinate the provision of appropriate economic incentives for redevelopers and tenants, regardless of how the property is assembled. This policy also calls for the City/ADA to act as the land acquisition and disposition agency of last resort, where needed property redevelopment cannot be achieved through other parties. All property acquisition activities conducted by the City/ADA should directly correspond to community-based priorities and be reviewed by appropriate community-based organizations at all times. The Vine City Civic Association and the NPU-L will be instrumental in this regard.

In cases where public assistance is needed, there are several types of acquisition that may be utilized by the City/ADA—all based on the City's eminent domain power. They will be determined on a site-by-site basis.

- **Direct Public Acquisition**

These sites represent the most direct and highest priority public acquisition and redevelopment initiatives including: properties required to effectuate public improvements, properties with severe structural deficiencies (i.e., unsafe), or properties impinging upon high-priority, larger-scale development. In general, this strategy will involve either a) direct City/ADA acquisition initiatives through negotiated purchases from private owners; b) the City's condemnation and acquisition procedures in the case of recalcitrant owners; and c) property transfer and/or redevelopment agreements with existing public owners. At all times, the City/ADA shall endeavor to obtain amicable purchase agreements with private owners based on professional "fair market value" (FMV) appraisals, and shall resort to the City's eminent domain proceedings only as a last resort and with NPU approval.

- **Private Acquisition With Public Assistance**

This type of acquisition may be used where private acquisition and private improvements can be assisted by the City/ADA under specified procedures and guidelines. Private redevelopment teams in these areas may include current property owners, community-based institutions, and both existing and new business operators. This strategy seeks to maximize participation for community-based organizations and existing property owners, as well as to attract project commitments from highly capable investors, redevelopers, or businesses not currently present within the area. Collaborative joint venture participants may include the following: community-based nonprofit CDCs; community-based institutional sponsors; directly affected property owners and businesses; and external private investors and developers with demonstrated financial strengths and experience. All project teams will be required to demonstrate credible professional expertise in such fields as Architectural/Engineering design, development, marketing and project management.

Depending on the nature and scope of the project, the City/ADA may follow alternative procedures for pre-qualification and designation of a preferred redevelopment team. The options include: (1) competitive advertisement and selection based on specified qualifications; or (2) review and approval of a voluntary application from a group for "sole source" selection on the merits of community service track record, properties already controlled, financial and professional experience strengths, intended development program, and specific investment commitment. The City/ADA may also reserve the authority to designate individual participants in project teams on a "sole source" basis, as required to guarantee attention to housing, economic opportunity, and/or community service benefits for neighborhood residents, or to fulfill conditions of public financing commitments. However, designations of "sole source" participants shall not interfere with the use of competitive procedures to obtain the highest quality private investment, design, and

development. All redevelopment teams will be required to enter into a Land Acquisition and Development Agreement that spells out time limits and performance criteria.

Types of public assistance that may be brought to bear include financial support, condemnation/ eminent domain, the provision of relocation assistance, public improvements, legislative support (rezoning, CDP changes, street abandonments, etc.), grants and loan support, third-party mediation, permit expediting, and others.

- **Last Resort Condemnation**

This type of acquisition involves the use of - or the threat of using - the City's power of eminent domain as a tool of last resort. In general, this aggressive strategy will be used for enforcing corrective actions pertaining to code violations, tax delinquency, or nonconforming/conflicting land uses. Examples of this type of acquisition include abandoned/unsafe buildings and other properties with substantial and persistent violations of the building code, housing occupancy code, health regulations, or other applicable codes and ordinances. After all other methods have been exhausted, malfeasant property owners will be provided with reasonable time limits for corrective actions, as well as information on sources of assistance for property reinvestment.

This type of acquisition may also be applied to properties with repeated and continuing property tax delinquency, based on review of property tax records and due notice to the owners to remit back taxes. Failure of owners to make property improvements and/or tax payments after adequate notice will be sufficient cause for condemnation. In the event of such takings, the amounts of overdue taxes and any expenses for demolition of abandoned or otherwise unsafe buildings shall be deducted from the purchase price of subject properties.

This type of public acquisition may also be applied as a back-up tool for bringing obsolescent or conflicting uses into compliance with current zoning provisions. Where appropriate and feasible, the CITY/ADA may enter into proactive written agreements with such owners for cooperative private and public measures to bring facilities or uses into conformance and to meet any evident needs for relocation assistance to tenants; appropriate and reasonable time limits (e.g., one to ten years) shall be established for amortization of non-conforming facilities and realization of desired changes. In the event an owner is unable or unwilling to fulfill an executed written agreement for scheduled conformance of facilities and uses, acquisition may be undertaken; negotiated purchase or condemnation methods may be used as justified by the specific circumstances.

- **Community Based Acquisition**

This can be done through establishing a Community Land Trust (CLT) as a mechanism for providing benefits to the local community. A CLT has a distinctive approach for ownership of real estate that can be accomplished by establishing nonprofit community based governance that acquires land for the purpose of developing housing or other structures. The CLT can be used in the event that a public or private entity conveys land to the Vine City Civic Association to use as a long term lease for development. This strategy would allow the Vine City Civic Association the opportunity to have a long-term income stream for use of community services and projects. If it is determined that a CLT is a feasible and appropriate approach for Vine City to develop affordable housing options for its residents, it is important to develop a land acquisition strategy for future development.

Guidelines for Property Disposition

There are several technical tools contained within this Redevelopment Plan to be used during public acquisition and disposition proceedings. The Redevelopment Projects map (defined in detail in Section 2.0) identifies project-specific sites for Acquisition/Disposition.

The disposition of publicly acquired property and the allocation of redevelopment rights is subject to provisions of Georgia's redevelopment statutes under which this plan is enabled; the policy and procedural guidelines defined in this section are consistent with these statutory requirements. Policy and procedural guidelines for the conduct of property disposition and controls will be administered by the City and/or The Atlanta Development Authority. These policies and procedures are intended to protect the interests of the general public and the Vine City community as well as to encourage and promote high quality private development through a variety of coordinated incentives. The property disposition/re-use process is the key mechanism in the overall redevelopment plan for effecting desirable land use changes, preserving and adaptively re-using historic structures, providing open space and other public amenities, delivering economic opportunity and housing benefits for the community, capturing fiscal benefits for taxpayers, and assuring design excellence in all rehabilitation and construction activity.

The scope of land assemblages and magnitudes of new and rehabilitated construction to be undertaken in these projects vary widely. These factors as well as current economic conditions and market demands will be taken into consideration in scheduling announcements of different project opportunities/priorities, as well as specific designations of project development rights and performance requirements for private redevelopment teams. All proposed re-uses must be regarded as preferred re-uses, though specific programmatic variations may be approved by the City/ADA during property disposition and project design review. Where an alternate use is chosen, the City/ADA may approve such use after review and comment by NPU-L (or subcommittee thereof).

In addition to these site-specific re-use objectives, all projects will be subject to relevant City zoning provisions. The property disposition and project review procedures described in this section will ensure compliance of all projects with other regulations.

Disposition Policies and Incentives

The property disposition policy endorses community redevelopment practices, which are based on public and private co-investment and risk-sharing transactions, offering high probability of equitable returns for all parties. Two fundamental principles will guide public resource commitments: **leveraging** of private investment and **recoverability** of invested public resources. In return for commitments of public resources--such as exclusive land development rights, project financing assistance, zoning concessions, or supportive public improvements--projects must generally show ratios of public-private investment dollar leveraging in the range of 1:2 to 1:5, along with contributions toward tangible fiscal, economic, and social benefits for the general public and Vine City Community interests.

The following property disposition policies and private redevelopment incentives are intended to balance the respective interests of local taxpayers, Vine City Community citizens, private investors, developers, and current property owners.

- **Emphasis on property tax base gains/long-term revenue pay-backs:** Emphasis is placed on expanding the taxable private property base through conversion of non-taxable property, where appropriate, as well as through transfer of fee simple title (rather than use of long-term ground leases) to publicly acquired property. Wherever possible, common open spaces of limited size, off-street parking facilities, or other facilities for community use will be

accomplished within privately owned and maintained properties. Review and approval of project plans must emphasize long-term fiscal returns.

- **Full property acquisition cost recovery and recycling of funds:** The City/ADA will seek to recover the full public acquisition cost of sites and/or buildings for private re-use, including costs of appraisals, title certificates, property surveys, and closing fees. Sale prices and cost reimbursements will be based on fair market value of the real property for private re-uses in accordance with provisions of this plan and all relevant project controls and covenants. The full property acquisition cost recovery policy is intended to provide public land sale revenues that can be recycled for other public investment initiatives within Vine City Community. Recovered land sale revenues could be assigned to a property acquisition revolving fund or to loan funds supporting economic development or affordable housing purposes.
- **Uniform support of relocation activity for private and public redevelopment sites:** Given the important land assembly and redevelopment role likely to occur within the private sector, the cost reduction incentive of public relocation assistance will be equally available to all acquisition/disposition sites as needed. A uniform standard of residential and business relocation benefits and services within the target area is an essential means of providing equitable treatment of impacted residents and businesses.
- **Coordinated timing and support of public improvements and common facilities:** The coordinated timing and funding support for streets/walks improvements, landscaped open space, off-street parking, and other common facility improvements, will enhance the marketability and financing of private projects. Projects offering significant economic development and affordable housing benefits will receive proactive consideration for public financing to support on-site open space, access and parking improvements.
- **Economic development financing incentives:** Many projects in the target area will be eligible for economic development financing assistance. Proactive efforts will be made to champion economic development financing resources including tax-exempt and redevelopment bond financing. Economic development assistance will emphasize recoverable second mortgage loans and loan guarantees, with payments of principal and interest into permanent revolving funds. Such financing will be highly leveraged against equity and first mortgage financing from private sources. Specific amounts and types of assistance will be tailored to site-specific occupancy and marketing objectives, as well as to project cost and risk conditions.
- **Impact fee waivers for affordable housing projects:** Where appropriate, waivers of governmental impact fees for economic development projects will be used to encourage quality development and maximize participation of community interests.
- **Private redevelopment obligations for replacement housing and business facilities:** All projects receiving substantial redevelopment assistance may be obligated to set aside facilities to meet residential or business replacement needs. Such obligations will be determined by negotiations and agreement with the City/ADA based on practical circumstances of project size, uses, locations, and construction phasing.
- **Community-based employment and business participation obligations:** Any publicly assisted redevelopment projects may be obligated to meet objectives relating to community-based residents employment and small business participation opportunities. These objectives will be determined on a project-specific basis through the City/ADA project review process and negotiations with the redeveloper for appropriate types of incentives and obligations.

- **Deed-restricted covenants to protect public and community benefits:** Restrictive covenants running with the land may be employed to guarantee the continuity of general public and community benefits of redevelopment projects, i.e., notwithstanding potential re-financing or ownership changes of assisted projects. The continued access of eligible groups to business facilities, and employment opportunities for community residents will be assured against potential impacts of economic gentrification. Projects may be protected, where and as appropriate, with: permanent easements for public access, open space, and landscaping; future site and building space use control; historic preservation mechanisms; and other relevant major design controls such as building height, footprint, setbacks, and materials/colors affecting appearance. Future major changes of use or design will be subject to the City/ADA and NPU review and approval.
- **Community Participation:** All development occurring in proposed redevelopment project areas should partake in a community participation process to ensure community support and buy-in.

Disposition Procedures

The following procedures for the conduct of property disposition activities are defined as general guidelines for public and private participants in targeted redevelopment projects. It is assumed that the City/ADA will have ample authority to conduct these activities with a high degree of professional objectivity, as well as the discretionary flexibility required to offer reliable public commitments for timely and successful completion of projects.

The following general protocol for project review, negotiations and commitments will guide projects of significant scope. A community-based review committee (e.g., as assigned by the NPU) shall be provided timely opportunities for review and comment at all major phases of project review, consistent with the requirements for impartial public decision-making by the City/ADA and the confidentiality of certain information provided by private investors and competitors.

- **Redeveloper qualification and designation:** Designation of a qualified redevelopment team will be accomplished without heavy expenditures for competitive proposals and will generally require pre-qualification and designation of a preferred redeveloper consortium prior to land assembly. The City/ADA will advertise and solicit competitive proposals from potential redevelopers and may also respond to unsolicited proposals from existing property owners, community-based organizations, and committed project investors. Depending upon the merits of such proposals and the qualifications of suggested teams, certain "sole source" participants in the project may be designated. Solicitation of proposals will clearly define property characteristics, project re-use objectives, essential team composition and qualifications, criteria and schedules for selection, and proposal submittal requirements. Simple submittal requirements will emphasize documentation of organizational experience and capabilities; available and committed professional personnel; financial assets and project management strengths; statements of redevelopment program objectives; and proposed project planning process and schedule. (Concept plans and illustrative design materials will be requested only for special major projects.) The City/ADA may also require bidding document fees and good faith/refundable deposits with submitted proposals. A non-profit community development corporation (CDC), operating as a principal in a private redevelopment team, may be exempted from certain financial assurances. However, CDC's will be subject to all other policies and procedures (e. g. design review or jobs allocation, etc.) which support community and general public benefits.
- **Preliminary project review and principles of agreement:** During the preliminary project review phase, the redeveloper, the City/ADA and the VCCA along with NPU-L will work to

reach agreement in principle as to the following issues: building space uses, site and building design concepts; marketing objectives; special program needs (e.g., accommodation of relocates, community jobs, etc.); project compliance with zoning and other redevelopment plan controls; private equity and loan requirements and steps to achieve firm commitments; requirements for public financing and other supportive actions and justification for supplementary public acquisition of property; and general principles for the legal transfer of any publicly acquired property. Redeveloper submittal requirements and work schedules in this period will be governed by the first two steps of the typical phased Design Review Process, i.e., the Pre-Design Program and Site Use Concept and the Schematic Design Phase reviews and approvals. Other private-public development packaging, negotiations, and agreements in principle on the financial, marketing, and public/community benefit aspects of the project will proceed concurrent with review. Upon successful conclusion of negotiations, the City/ADA will provide a conditional approval of the project and encourage other public and private parties to facilitate project implementation. The redeveloper will then be able to proceed with applications for: zoning permits; firm private lender commitments; applications for affordable housing or economic development financing assistance from appropriate agencies; and other types of project support. The parties will prepare a Draft Land Disposition and Development Agreement and other legal instruments to serve as the basis for mutual project implementation responsibilities. Mutually agreeable timetables for all phases of project implementation will be a key element of the Draft Agreement.

- **Final project approval and commitments:** Final project approval will be conditioned upon the redeveloper's delivery of satisfactory Design Development Phase drawings and any other professional studies which may be required to demonstrate the economic and technical feasibility of proposed construction and marketing plans. Any previous contingencies--concerning regulatory approvals, private financing commitments, public support and financing assistance, and other private and public obligations for the project's success--will be removed. Upon successful conclusion of this work, the City/ADA will issue formal approval of the redevelopment program and design, and the parties will execute a binding Land Disposition and Development Agreement and other restrictive covenants.
- **Pre-construction implementation:** The City/ADA will monitor and provide coordination of all private and public commitments to enable a timely construction start. The redeveloper will deliver Final Construction Documents Phase products for City/ADA and NPU review and endorsement of the redeveloper's applications for building permits and other fees and licenses. The City/ADA will complete obligations for relocation and site preparation and will coordinate preparation of re-use property survey maps, transfer deeds, and other documents. Failure of the redeveloper to complete construction planning, financing, and other obligations on a timely basis, may offer cause for the City/ADA to find the redeveloper in default, terminate development rights, and enforce Performance Bond provisions.
- **Property Transfer, Construction and Implementation Monitoring:** Title to publicly assembled properties should be transferred to the redeveloper prior to construction, contingent upon satisfaction of all pre-construction commitments. Major portions of the purchase price payment may be deferred until construction has been completed and permanent mortgage financing has been closed. Depending upon the economic and social benefits of the project and other merits, the City/ADA may offer further extension of time.

A simpler disposition protocol may be established by the City/ADA for transfers of land for public/institutional re-uses or for small private redevelopments. Throughout the construction period and after permanent financing has been closed, the City/ADA will continue to monitor the performance of public and private obligations.

3.2.3 Identify and Pursue Partnerships to carry out Recommendations

It is not feasible for the City of Atlanta to implement all of the recommendations outlined in the Master plan alone. Redevelopment efforts will require a full and effective partnership among three sectors: public-sector development assistance agencies (e.g., City of Atlanta, ADA, etc.), community organizations, and private-sector lenders, investors and developers. It will be critical for this three-way partnership to act in accordance with each other and in a mutually beneficial manner.

Key Public Sector Implementation Agencies

Throughout the life of this redevelopment plan (anticipated to be 20 years), there will be several public sector or quasi-public development assistance agencies playing a part in the revitalization of the Vine City area. Chief among these will be the City of Atlanta and/or its designated Community Redevelopment Agency – The Atlanta Development Authority (or ADA).

- **City of Atlanta Implementation Roles**

As a publicly sponsored redevelopment program, the implementation of this plan will be subject to all formal decision-making powers of the Mayor and City Council of the City of Atlanta. On-going powers will include review and approvals for: property acquisitions requiring the use of the City's eminent domain power; condemnation procedures; redevelopment plan amendments or variations; and capital funding requests. Furthermore, the City of Atlanta will provide on-going staff resources for: in house planning activities; technical assistance to community groups; support for various regulatory enhancements (rezoning, enterprise zones, etc.); grants and fundraising; code-enforcement; and public improvements.

As a matter of policy, the City of Atlanta will pursue redevelopment actions which are predicated upon creating a favorable climate for private reinvestment. It is critical to understand that public resources to support redevelopment are very limited and will be used selectively.

- **Atlanta Development Authority (ADA) Implementation Roles**

ADA will likely continue to serve as the City's designated administrative and professional Community Redevelopment Agency. It will play a catalytic, proactive role in public and private reinvestment initiatives. ADA's most important functions will include, among others: public property acquisition and private land assembly assistance; provision of relocation assistance where required; pre-qualification and designation of redevelopers; execution of property disposition and land development agreements; review and enforcement of redevelopment project controls; coordination of public improvements; development assistance and incentives; financing mechanisms and support; technical support and capacity-building support for community based development organizations; and general proactive leadership for implementation.

Of critical importance will be ADA's commitment to operate in concert with City initiatives and in accordance with community-based objectives. In that regard, it will be incumbent upon ADA to seek formal approval from the VCCA and NPU-L in administering detailed public sector funding initiatives. This includes, but is not limited to, the distribution of Empowerment Zone funds to specific projects and/or community organizations.

- **Other Public or Quasi-Public Agencies**

In addition to the entities listed above, there are several other agencies that will play critical roles throughout implementation including: The Atlanta Neighborhood Development Partnership (technical and development assistance), The Fulton County Land Bank Authority (tax delinquent property), The Urban Residential Development Corporation (non-profit

development), The Tyler Place Community Development Corporation, The Vine City Health and Housing Ministry, The Atlanta Board of Education (school renovations), Fulton County Health System, PATH Foundation (Greenway System) the Georgia World Congress Center.

Community Partners

This Vine City Redevelopment Plan is intended to build on and reinforce the City Atlanta's commitments toward community-based leadership. Community leaders must continue to lead the way in moving the redevelopment of Vine City forward. As long as redevelopment initiatives have the support of the community at large, public sector agencies will be committed to supporting these efforts with material resources. In this regard, it will be critical for the Vine City community to provide clear and decisive leadership and direction to the support agencies described above. There will be several types of community organizations participating in on-going redevelopment activities including The Neighborhood Civic Association, NPU-L, Community Development Corporations, local non-profit service providers and others.

- **Vine City Civic Association**

As the leadership of the Vine City Community, the Vine City Civic Association shall be the steward of the Vine City Redevelopment Plan. In practice the civic association shall serve in the following capacities: garnering community consensus for desired projects; approving redevelopment plan amendments (should they be required in the future); initiating a formal community review mechanism for redevelopment projects; reviewing and approving all rezoning requests with certification by NPU-L; taking the lead in Vine City Community governance and advocacy; setting community policy at the neighborhood level; initiating grass-roots participation in volunteer revitalization efforts (e.g., neighborhood clean-ups, etc.) disseminating information to neighborhood residents, businesses and institutions; identifying participants for community enterprises (e.g. cooperative businesses); and making formal recommendations to NPU-L with regards to other neighborhood specific issues.

- **Neighborhood Planning Unit –L (NPU-L)**

As a City of Atlanta recognized advisory system, NPU-L will be responsible for: coordinating communication on those appropriate neighborhood issues under their responsibility as outlined in the City Charter; make formal recommendations to the City on rezoning requests; identifying representatives to attend ADA meetings; and general coordination and communication affecting its constituent neighborhoods.

- **Community Development Corporations (CDC's)**

Tyler Place CDC and the Vine City Health and Housing Ministry CDC are currently the local conduits for developing affordable housing and small-business opportunities in the Vine City community. As the local CDC these organizations are responsible for co-sponsoring local, state and federal grant applications; property acquisition; new housing development; housing rehabilitation; economic development projects; property management services; project management and creating development partnerships with the private sector. It is important that they build upon the goals and policies developed by the community through this redevelopment process.

In addition to the NPU, the Vine City Civic Association and the local CDC's there may be many other community-based interests that will play a part in the revitalization of the community including faith-based service providers, community non-profits ,Parent Teacher Associations, and others. It is important that the CDC's continue to build on their capacity to implement large scaled projects independently and in partnership with private sector organizations.

▪ **Private Sector Implementation Entities**

As previously mentioned, the private sector will be heavily relied upon as the economic engine driving the redevelopment of the Vine City area. Public sector resources will be scarce and will strongly leveraged against private sector investment. Ultimately, the success of this plan is contingent upon establishing a private market for community reinvestment. Therefore, the public sector and community organizations described above will be actively seeking private sector partners for redevelopment. This will include: traditional lenders; residential and non-residential developers; charitable foundations; corporate sponsors; and non-profit financiers. In advance of a strong private market, initial public-private partnerships will continue to require creative approaches to project financing including: tax-exempt bonds; tiered down payment/mortgage assistance; and tax-increment financing.

Specific partners include the Georgia World Congress Center to provide retail space in the ground floor of the proposed 2000 space parking deck on Northside drive. This established outreach effort and partnership with the Vine City Health and Housing Ministry will provide an economic base for the Vine City community. In addition, the PATH Foundation is a potential partner for the proposed improvements to the bike trail extending along Carter Street.

3.2.4 Establish Implementation Mechanisms

A fundamental aspect of successfully implementing this comprehensive Vine City Redevelopment Plan will be the use of a variety of regulatory enhancements including: Comprehensive Development Plan modifications and the Zoning District modifications (which were approved by Atlanta City Council in September 2004), Urban Design Guidelines and others. These regulatory functions are extremely important in encouraging appropriate community reinvestment and in demonstrating full City support for plan initiatives.

▪ **Design Guidelines**

The Vine City Redevelopment Plan is intended to provide a blueprint for revitalization efforts within the community. The following pages provide a concise set of urban design guidelines in support of the vision, goals and projects contained within the plan. The importance of these guidelines is two-fold. First, the long-term success and sustainability of the area will rely upon new investment that capitalizes on the single-family character, history and legacy of Vine City. Encouraging a consistent character of development will provide sustained marketability and, ultimately, economic health. Second, and perhaps more importantly, these guidelines will help improve the visual character and "livability" for existing residents of Vine City.

It should be noted, however, that these guidelines are not intended to create inflexible restrictions or economic hardships. Rather, they are meant to provide a useful tool for developers, homeowners and decision-makers in the effort to encourage development that is compatible with the existing character of the Vine City community. In particular, it should be recognized that many existing homeowners may not have the economic means to renovate their houses in full accordance with these guidelines. Furthermore, in some instances, certain guidelines may not be practical or feasible due to existing conditions or extenuating circumstances. Ultimately, these guidelines may be expanded and/or refined as warranted and as approved by community stakeholders and decision makers.



All new residential buildings should be of historically compatible design in terms of architectural style, details and materials.



Roofs of new infill housing units should be of simple form and consistent with existing historic housing. Roofs should have a pitch of at least 8/12 and an overhang of at least 12" wide.



Front doors should be visible from the street and linked to the sidewalk with a paved entryway where possible.



Windows should be of vertical proportions (double-hung windows) with appropriate architectural detail.



The use of decorative features such as bay windows is encouraged.



Front porches should be included as a design feature as frequently as possible.



The use of brackets, exposed rafter tails, gable vents or other architectural details is strongly encouraged.



Townhomes & multi-family should be architecturally compatible with the neighborhood with sidewalk access and parking in the rear wherever possible.





Utility meters should be screened from the public right of way.

Main entries should be directly linked to the public sidewalk via a paved walkway (where possible).

To the extent possible, new developments should seek to preserve large, old-growth trees.

Garages or shared driveways should be located to the rear of the house, utilizing rear alleyways where possible. Parking pads and bump-outs in front yards are discouraged.

The use of large front porches facing the street and corner porches on corner lots are encouraged.

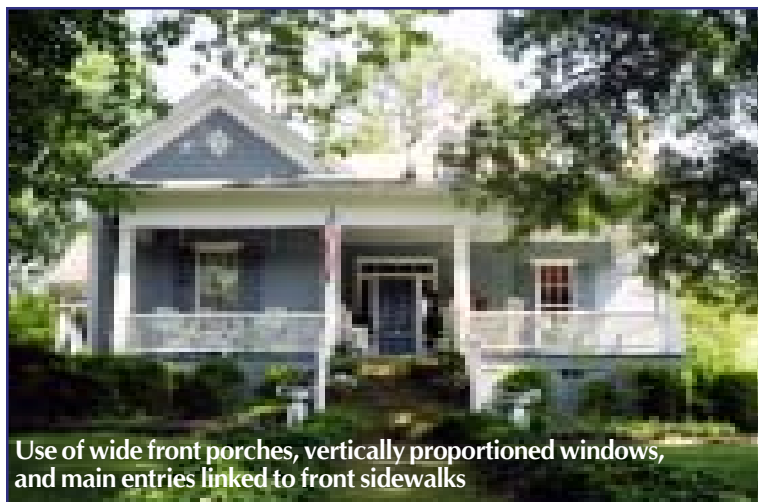
Multiple adjacent vacant lots targeted for infill housing should be reconfigured to be consistent with existing lots in terms of size and proportion whenever possible. Lot widths should be at least 40' but no more than 55'.

Front setbacks of infill housing units should be aligned with adjacent units.

Where alleys or rear access is not possible, driveways should be limited to one-car wide.



Uniform setback line



Use of wide front porches, vertically proportioned windows, and main entries linked to front sidewalks

2

DESIGN GUIDELINES

SINGLE FAMILY RESIDENTIAL LAYOUT

Prepared By: URBAN COLLAGE, INC.

Prepared For: The Vine City Civic Association





Basic community support facilities (such as play areas) should be incorporated into the development.

Utility areas (e.g. garbage dumpster) should be screened from the front side and internal to the development (i.e. away from public view).

Gates can be provided to secure common parking areas but fencing around the entire housing development is strongly discouraged.

Parking areas should be internal to the development or located in the rear (i.e. away from public view).

Access to internal streets and parking areas should be off of side streets (rather than primary streets).

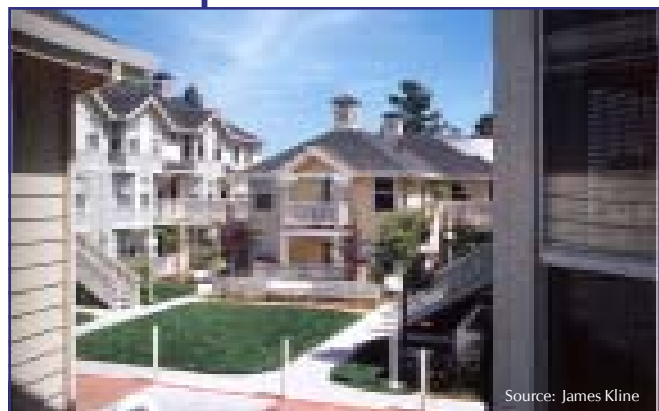
On-street parallel parking is encouraged.

New development should seek to clearly define the block edge (i.e. building along the block perimeter).

To the extent possible, multi-family homes in single family areas should have context-sensitive scale, massing and design (i.e. buildings designed to look like large homes).

New multi-family buildings should address the street. Units / buildings facing the streets should have front porches and sidewalks.

Semi-private open spaces / recreational uses should be provided within the development.



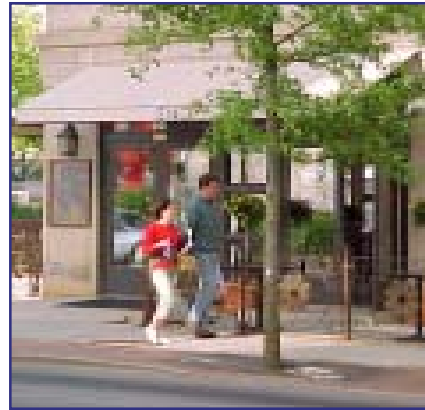
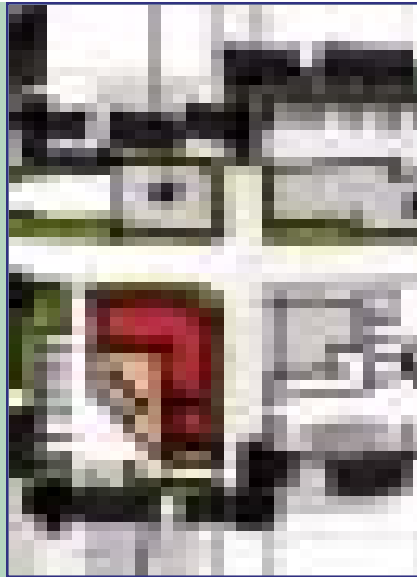
3

DESIGN GUIDELINES MULTI-FAMILY RESIDENTIAL LAYOUT

Prepared By: **URBAN COLLAGE, INC.**
Prepared For: **The Vine City Civic Association**



Smaller scale neighborhood retail, occurring within the boundaries of Vine City, is intended to serve the residents of the community and create a sense of place and identity. Architectural type should be historically compatible with the neighborhood and pedestrian friendly. A mix of uses and services is encouraged in keeping with traditional small-town "Main Street" development.



All new non-residential buildings should address the street. Main entries should be oriented toward major streets.



The architectural design, details and materials of new non-residential buildings should be compatible with existing adjacent structures (eg. using brick near residential areas).



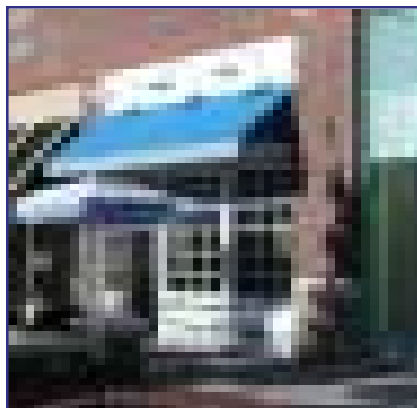
Building facades should be articulated with canopies, porches, cornices, roof lines and window details to avoid monotonous blank facades.



Commercial buildings offering a mix of compatible uses (i.e. office or residential above ground floor retail) are strongly encouraged.



Business signs incorporated on building facades are recommended (rather than monument signs). Wall signs perpendicular to building face that are more visible for pedestrians are strongly recommended.



Commercial buildings should include large storefront windows and awnings or canopies to encourage active pedestrian use.



Active public uses such as retail shops and outdoor cafes are encouraged on the ground floor of buildings.

VINE CITY REDEVELOPMENT PLAN

4

DESIGN GUIDELINES NEIGHBORHOOD RETAIL DESIGN ELEMENTS

Prepared By: URBAN COLLAGE, INC.
Prepared For: The Vine City Civic Association



Commercial and mixed-use development occurring along the periphery of the neighborhood (on Northside Drive, MLK, Simpson, and Lowery) is of a larger scale and more urban type. This development delineates the neighborhood from surrounding areas and serves not only residents of Vine City, but the general public as well. A mix of uses is encouraged, where neighborhood services and larger scale retail can co-exist.



Larger scale retail with compatible uses (i.e. multi-family, office, etc.) on the upper floors is strongly encouraged.



The architectural design, details and materials on Simpson and Lowery should be compatible with existing adjacent structures.



A more urban-type architecture with a variety of materials (eg. brick, stucco, glass, metal) is appropriate and encouraged on Northside Drive and MLK.



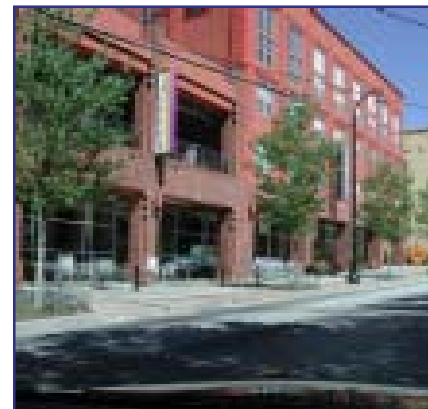
Every effort should be made to convert existing historic houses into retail/office space where appropriate (i.e. along Lowery St.)



Mixed-use development with a pedestrian friendly ground floor is strongly encouraged.

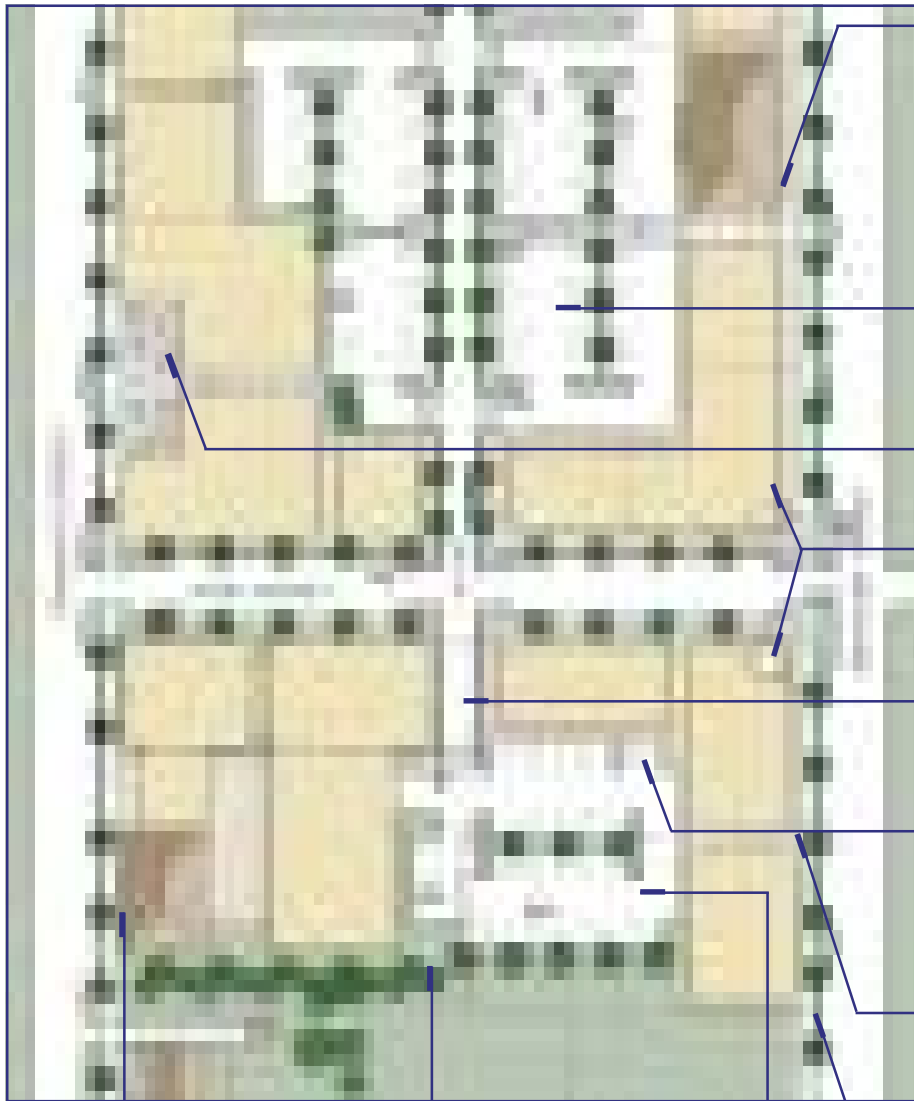


Any parking structures (i.e. on Northside Drive) must have ground floor retail and be pedestrian friendly and aesthetically pleasing.



Minimum setbacks and active public uses such as retail shops and outdoor cafes are encouraged to promote pedestrian activity.





Front setbacks of new commercial buildings should be aligned with existing buildings to create a clearly defined edge. In the absence of an existing setback line, front setbacks along non-arterial roads should be no more than 25 ft. away from the curb (i.e. build-to line).

Shared parking for different tenants and uses is strongly encouraged to minimize the overall supply of parking.

Setback variations to accommodate outdoor cafes / dining are allowed but should be kept to a minimum.

Distinctive architectural treatments / massing on corner lot buildings (on major retail or gateway nodes) is strongly encouraged.

Driveways to adjoining businesses should be combined whenever possible to minimize curb cuts on public streets.

Parking lots, decks and building service areas should be located away from the view of primary streets and accessed via alleys or side streets, whenever possible.

All surface parking lots and decks should be clearly marked and accessible from primary streets.

On-street parallel parking is encouraged whenever possible and appropriate.

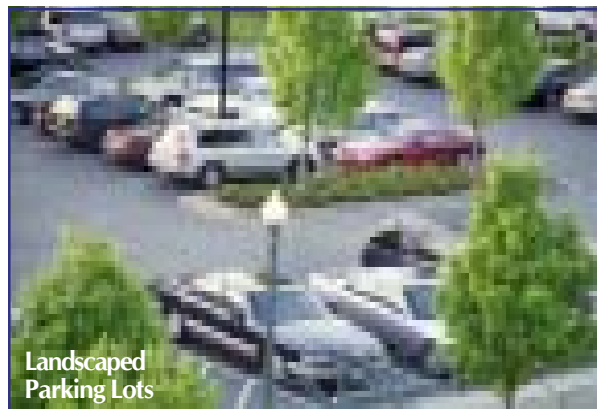
Articulated roofs lines and differing building heights are encouraged to create architectural interest.

Single-family areas should be screened from non-residential areas with an 8' wide (min.) landscaped buffer.

All parking lots should be well landscaped and of an appropriate, pedestrian friendly scale.



Parallel parking on urban "main streets"



Landscaped Parking Lots

6

DESIGN GUIDELINES

RETAIL/MIXED-USE LAYOUT

Prepared By: URBAN COLLAGE, INC.

Prepared For: The Vine City Civic Association

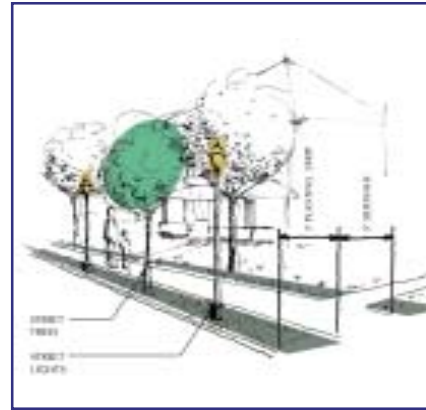




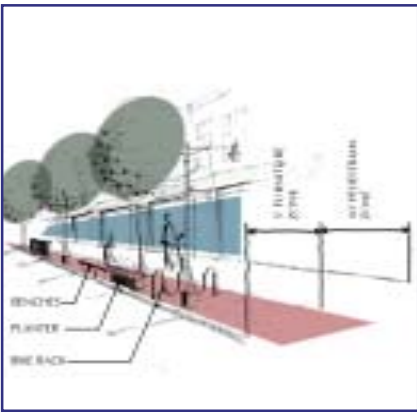
The streetscape should frame and offer a variety of experiences. In general, denser developments should be provided with wider sidewalks and more pedestrian amenities (such as benches, landscaping, etc.)



The nature and intensity of streetscape improvements may vary by street. However a consistently designed set of materials should be utilized (street lights, benches, bike racks, trash receptacles, etc.)



For residential streets, sidewalks (5' min.) should be separated from the roadway with a planting strip (3' min.) which shall include street trees and street lights (where feasible).



For storefront streets, sidewalks should be provided with a clear zone (10' min.) adjacent to the building face and a furniture zone (5' min.) along the edge of the sidewalk (where feasible).



In more urban commercial areas (such as Northside Drive), an additional transitional area (15' max) can be provided for outdoor dining/terraces or public gathering.



Bus stops should be well maintained and clearly delineated, providing a safe and comfortable waiting spot for transit riders.



Gateways should delineate entrances to the neighborhood with additional signage in the form of banners highlighting ongoing community events.



Public spaces should be well-lit, secure and provided with proper directional signage. Landscape design should consist of flora local to the Atlanta area.



Appropriate pedestrian amenities should be provided in public parks and open spaces. Amenities include gazebos, benches, grills, drinking fountains, play equipment, etc.



Vine City's historic residential architecture and character should be preserved and enhanced as much as possible. Lowery Boulevard and Sunset Street have been identified as corridors possessing particular historical significance worthy of heightened effort. In lieu of demolishing structures of historical significance, every effort should be made to preserve existing homes, adaptive reuse is strongly encouraged along Lowery to allow for continued utilization as restaurants, shops and offices. In addition, there may be some consideration to proceed with a historic designation for these areas in order to ensure design quality for new development and building rehabilitation that is sensitive to existing historic styles.



3.3 Funding Strategy

An important element in any comprehensive redevelopment plan is the estimation of project costs and the identification of potential funding sources that are described as follows:

3.3.1 Public-Private Funding Strategy

Throughout this implementation period, the private sector is expected to carry the primary burden of funding the implementation of this plan. However, in the early phases of redevelopment, the public sector will provide clear and reliable prospects for public assistance with activities such as public improvements, development assistance (e.g., land acquisition, relocation assistance, etc.) and regulatory enhancements. There are several funding sources currently identified to participate in the 20-year build-out of Vine City Community:

- **The City of Atlanta:** The City of Atlanta is expected to carry perhaps the most varied burden of public improvement project funding including: sidewalk repairs, streetscapes, park and open space improvements and others. Throughout implementation, the City will attempt to secure necessary funds from inside sources (Eastside Tax Allocation District, Section 108 Loans, Quality of Life Bonds, capital funds, CDBG, Weed and Seed, etc.) as well outside sources (HUD grants/loans, PATH Foundation, Charitable Foundations, etc.).

It is also anticipated that the City will proactively support various housing and economic development programs to assist existing residents and businesses. This will be accomplished through owner-occupied rehab programs, limited relocation assistance, small business loans, etc. While much of these funds will be recovered through loan repayments (and are therefore carried in the budget as private sector funds), a portion of the housing and economic development needs will necessitate grant allocations (particularly for those on fixed-incomes).

- **Atlanta Empowerment Zone Corporation (AEZC)/ Renewal Communities:**
The AEZC represents a significant opportunity to fund programs and projects identified within this plan. It will be critically important for ADA, the NPU and the neighborhood organization to work in concert to implement AEZC funded programs, particularly as projects become more specific with respect to activity and location. Types of support grants includes:
 - Community Development Corporation operating support (multi-year for producing/mature CDCs)
 - Land-banking (working through the Land Bank Authority)
 - Housing improvement (new construction for sale and rent, emergency home repair, moderate rehab loans)
 - Neighborhood Commercial Acquisition/ Revitalization
- **The Atlanta Development Authority (ADA):** ADA offers a variety of loans to small and medium-sized businesses through its SBA, Business Improvement Loan Fund, and Phoenix Fund programs. Through URFA, ADA offers low interest, 30 year, fixed rate mortgages, and second mortgages for down payment and closing costs, as well as financing for multi-family housing.
- **The Fulton County/City of Atlanta Land Bank Authority:** The Land Bank Authority works with local taxing authorities to acquire tax delinquent properties, assemble development sites, and convey them to developers. Promoting affordable housing is a major objective and the Authority works closely with community development corporations. It will be a key partner for the redevelopment of the single family areas in Vine City.

- **The Atlanta Public Schools:** Through the Build Smart program and the Special Purpose Local Option Sales Tax, the Atlanta public School system has developed a system wide facilities redevelopment plan. As part of this plan, there is an intent to monitor Bethune Elementary School and the progress of renovation efforts for Kennedy Middle School.

Nonprofits: There are several non-profit agencies in the Atlanta area that support neighborhood revitalization by providing financial and social services to communities. These can serve a community such as Vine City throughout the redevelopment process to garner programs to help community residents renovate their properties and or find social services. Some of the major local nonprofit organizations are outlined below:

- The **Atlanta Neighborhood Development Partnership (ANDP)** is a nonprofit financial intermediary that works principally through community development corporations to develop and rehabilitate low and moderate-income housing, and promote neighborhood services. ANDP offers loans, grants, and training. Its operating grants have been particularly significant for the local CDC's (Vine City Health and Housing Ministry and Tyler Place CDC.)
- The **Fulton-Atlanta Community Action Authority (FACAA)** is Atlanta's anti-poverty agency, providing direct or referral assistance to low income residents with housing, employment, job training, health care, and other human service concerns. The agency plans to rehabilitate the Rice Church as a satellite facility for youth and community services. It is designated a "1 Stop Partner" under the Workforce Investment Act and provides comprehensive services to eligible recipients of affordable housing including: rehabilitation of apartments and single family housing, building of new homes, training of youth (Youth Build program) and housing counseling services.
- **AHAND** is a network of nonprofit, neighborhood-based developers (primarily CDCs) involved in community development, affordable housing, and economic development. AHAND promotes sharing information and cooperation in advocacy efforts and projects. AHAND services include support for the Land Bank Authority, and Atlanta Community ToolBank; legal services and accountants for CDCs, access to builders/ developers, and apartment development and management.

Private Sector: As previously mentioned, the private sector will be responsible for most of the investment in Vine City. In many cases, particularly in the short term, the private sector will be active partners with public sector or quasi-public sector agencies in redevelopment activities. However, the vast amount of early public sector commitments as described above are likely to result in a heightened private investment market. Correspondingly, in the long-term, the private sector will be the redevelopment workhorse with minimal back-end public investments.

Grants:

The Arthur M. Blank Family Foundation Environmental Initiative 2004: a three-year project with a goal of investing at least \$20 million to improve the quality of life in metropolitan Atlanta's urban core by preserving and enhancing open spaces for public use within I-285. In 2002 Vine City was awarded \$125,000 to acquire land for the future Vine City neighborhood park. In 2004, it is recommended that Vine City apply for dollars for programming of the said park.

Community Development Block Grant (CDBG) provides direct grants that can be used to revitalize neighborhoods and expand affordable housing opportunities. CDBG funds may be used for **acquisition of real property, relocation and demolition, rehabilitation of residential and non-residential structures**. According to HUD regulations, CDBG-funded activities must benefit residents living at or below 80% of AML. However, participating jurisdictions may set their own

income targeting policies. The City of Atlanta is currently debating this policy internally, and may require some portion of CDBG be used to benefit households at 60, 50 or 30% of AMI.

While all of the above funding sources will be relied upon heavily, it stands to reason that other funding sources will be actively sought throughout implementation, with the emphasis always on the private sector. Furthermore, the programming of funds contained within this section are estimates only and are likely to vary as specific projects get refined.

3.4 20-Year Strategic Action Plan

As the available funding mechanisms and partnerships were described in section 3.3, it is even more critical to ensure implementation of the Vine City Redevelopment Projects by developing the cost analysis. The following tables describe the build-out of the redevelopment projects and an associated 2004 cost for construction/ development.

3.0 Action Plan

Vine City Redevelopment Plan	Housing Revitalization							Non-Housing Revitalization			Project Costs		
	New Single Family Housing Units	New Townhome Units	New Multi-Family Units	Single Family Major Renovation	Single Family Minor Renovation	Renovated Multi-Family Units	TOTAL New/Renovated/Converted Housing Units	New/ Renovated Commercial Retail Space (Square Feet)	New/ Renovated Institutional Space (Square Feet)	New Parking	Community Improvements	Community Improvements Cost	TOTAL Project Cost

Phase 1 (1 - 5 Years)													
Housing Projects													
Single Family Infill & Rehab (H1)	74	14	27		25		140		20,000				\$14,995,000
Single Family Infill & Rehab (H4)	17				2		19		6,500				\$2,727,500
Single Family Infill & Rehab (H6)	51	0	0	1	2	0	54	4,000	0				\$6,820,000
Single Family Infill & Rehab (H8)	54	15		1	13		83						\$8,480,000
Economic Development Projects													
Historic Westside Village (E1)	0	16	210	0	0	0	226	142,000	15,000				\$31,585,000
Magnolia Street Retail Node(E5)							0	12,600					\$1,071,000
Public/ Private Institution Projects													
Fulton County Heath Center (P2)							0		8,500		1	\$5,000	\$727,500
Sub-Total	196	45	237	2	42	0	522	158,600	50,000	0	1	5,000	\$66,406,000

Phase II (5 - 15 Years)													
Housing Projects													
Single Family Infill & Rehab (H2)	25			38	8	54	125						\$8,115,000
Single Family Infill & Rehab (H3)	7			1	9		17						\$1,155,000
Single Family Infill & Rehab (H5)	34			6	10		50						\$4,830,000
Magnolia Terrace Apartments (H10)			26				26						\$2,080,000
Economic Development Projects													
Northside Drive South Mixed Use (E4)		24	340				364	395,000	5,000	427			\$67,630,000
Simpson Street Mixed-Use (E2a)			17				17	45,000					\$5,185,000
Simpson Street Mixed-Use (E2b)			8				8	14,250					\$1,851,250
Simpson Street Mixed-Use (E2c)			9				9	14,250					\$1,931,250
Simpson Street Mixed-Use (E2d)			16				16	17,000					\$2,725,000
Public/ Private Institution Projects													
Simpson Street Church of Christ Expansion(P3a)		27					27		35,000				\$5,405,000
Beulah Baptist Church Expansion(P3b)							0		20,000				\$1,700,000
Mt. Gilead Church Expansion (P3c)	8		20				28		35,000				\$5,575,000
Sub-Total	74	51	436	45	27	54	687	485,500	95,000	427	-	-	\$108,182,500

Phase III (15 - 20 Years)													
Economic Development Projects													
Northside Drive North Mixed-Use (E3)								25,000		2,000			\$22,125,000
Light Commercial Adaptive Reuse (E6)				4			4	10,000					\$1,070,000
Public/ Private Institution Projects													
Morris Brown College (P4)		6	21				27	5,000	15,000	1,000			\$13,920,000
Sub-Total	0	6	21	4	0	0	31	40,000	15,000	3,000	-	-	\$37,115,000

**** Projects without development recommendations**

Housing Projects													
Single Family Infill & Rehab (H7)							0						\$0
Magnolia Park Apartments (H9)							0						\$0
Vine City Terrace Townhomes (H11)							0						\$0
Vine City Terrace Townhomes (H12)							0						\$0
Courtyard at Maple Apartments (H13)							0						\$0
Public/ Private Institution Projects													
Kennedy Middle School Renovations (P1)							0						\$0
Bethune Elementary P5)							0						\$0

Totals	270	102	694	51	69	54	2,480	684,100	160,000	3,427	2		
Construction Cost	\$ 125,000	\$ 90,000	\$ 80,000	\$ 55,000	\$ 25,000	\$ 50,000		\$ 85	\$ 85	\$ 10,000		\$5,000	
Total Costs	\$ 33,750,000	\$ 9,180,000	\$ 55,520,000	\$ 2,805,000	\$ 1,725,000	\$ 2,700,000	0	\$ 58,148,500	\$ 13,600,000	\$ 34,270,000	0	\$ 5,000	

Total Development Costs	\$ 211,703,500
-------------------------	----------------

Vine City Redevelopment Plan	Renovated Open Space (Acres)	Infrastructure Improvements (Lineal Feet)	Community Improvements (Quantities)	Unit Cost	TOTAL Project Cost
---------------------------------	---------------------------------	---	---	-----------	--------------------

Phase I (1 - 5 Years)

Transportation/ Circulation Projects

Sidewalks/ New & Major Rehab		14,100		\$125	\$1,762,500
Road Improvements		4,450		\$200	\$890,000
Pedestrian Crosswalks			7	\$50,000	\$350,000
Gateways			4	TBD	TBD
Vine City Park (P7)	1				\$200,000
Kennedy Park (P8)	2				\$200,000

Phase II (5 - 15 Years)

J.P. Brawley Street Improvements (P9)		6,200		\$200	\$1,240,000
Sunset Street Improvements (P10)		6,200		\$200	\$1,240,000
Walnut Street Improvements (P11)		6,200		\$200	\$1,240,000
Magnolia Street Improvements (P12)		5,600		\$200	\$1,120,000
MLK Streetscape Improvements (P13)		5,800		\$200	\$1,160,000
Carter Street PATH Improvements (P14)		5,600		\$200	\$1,120,000
Northside Drive Street Improvements (P15)		6,200		\$200	\$1,240,000

Phase III (15 - 20 Years)

Flood Recovery Area Open Space (P6)	12				\$2,400,000
-------------------------------------	----	--	--	--	-------------

Totals 16 60,350 11 \$ 14,162,500

Total Infrastructure Costs	\$ 14,162,500				
-----------------------------------	----------------------	--	--	--	--